

A PRELIMINARY REPORT  
ON  
A POSTWAR CONSTRUCTION PROGRAM  
FOR  
NEWARK, NEW JERSEY  
SPECIAL REPORT No. 1



THE CENTRAL PLANNING BOARD  
OF  
THE CITY OF NEWARK, NEW JERSEY

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THE CITY OF NEWARK, NEW JERSEY

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CHARLES F. EVANS, Executive Secretary

## CENTRAL PLANNING BOARD OF NEWARK, NEW JERSEY

July 21, 1944

To the Honorable, the Mayor and the Board of Commissioners  
of the City of Newark, New Jersey

Gentlemen:

The planning of Newark's future has been well timed to co-ordinate with necessary preparation for events which will now follow in rapid succession until we are again at peace.

The program for completion of a Master Plan is progressing rapidly and with its development the true picture of our City will unfold. As a supplement to the general plan, it was considered advisable at this time to present to you a report containing an analysis of our present financial status; a report of employment as it presently exists and an appraisal of what is in store for us in the early years immediately following the restoration of peace.

Our studies disclose that with only slight interruption private industry can provide employment for all the returning men and women of the Armed Forces and those to be displaced by termination of war contracts.

The program as outlined in this report includes recommendations for certain postwar public works projects. These projects have been carefully selected because of their urgency and not for the purpose of bolstering the employment situation. It is important that this immediate postwar program is not mistaken for our long-range public works improvement program which will be developed in our Comprehensive Master Plan.

As cited in a previous report, our financial situation and cost of government which is reflected in a high tax rate and high bonded indebtedness has placed us in an unfavorable competitive position. Our analysis, however, indicates that since 1935 there has been a steady and substantial reduction in our bonded indebtedness which reduction becomes accelerated

during the next few years. And, since 1840, some progress has been made in reducing the general operating costs of government.

We have suffered a decline in population and tax ratables which can be compensated for only by attracting new industry, encouraging commercial enterprise and by providing encouragement for housing redevelopment by private capital investment. The reducing of debt service costs and the lowering of tax reserve requirements are the major elements which will enable us to make a substantial reduction in the tax rate from 1944 to 1950. However, if we are ultimately to have a tax rate of \$4.00 or less, a reduction in the cost of government must be reflected in a very decided reduction in the cost of general operation and in the local cost of the school system, since all the other items of cost are mandatory.

We are forced to the conclusion that unless the general operating costs can be brought within reasonable comparison with other cities in the same class, there will be little hope of increasing our ratables which automatically would assist in lowering the tax rate. It may be added here that some of the projects included in our recommendations, such as the installation of an incinerator and developing of parking facilities in the center of the City will add to the annual operating cost. Means must be found to compensate for these increases.

The postwar program outlined herein which contemplates the issuance of new bonds to the extent of ten million dollars over a period of four years is directed toward providing some badly needed City improvements.

Among the projects submitted and for which it is recommended that funds be made available is the improvement and enlargement of the facilities at the City Hospital; the providing of additional off-street parking facilities in the downtown area, and street changes, parks, playgrounds and other facilities which will be needed in connection with the development of privately financed housing and industrial building projects. The effect of these projects will be to arrest decline in population and in tax ratables and will play an important part in providing the services rendered to industry, to our commercial enterprises and to encourage private investment housing.

The State Highway Department's plan for a high-level bridge crossing the Passaic River in the vicinity of the Lackawanna Railroad is now being discussed by our engineers in conferences with Newark's Chief Engineer, and the engineers of the State Highway Department with the object of co-ordinating the State Highway Department plans with our Master Plan and provide facilities which will improve accessibility to Newark's business district from the Metropolitan area and the residential suburbs. This project

is of vital importance to Newark and will be the subject of a special report to you upon completion of our studies.

Your attention is directed to Assembly Bill No. 1 enacted at the last session of the Legislature which became effective July 1, 1944. This legislation established a State Department of Economic Development to direct postwar public works and to encourage development of postwar plans. The Bill provides a State fund of \$500,000 to be distributed to local governments for the preparation of plans and specifications for urgently needed public works projects. If the allocation is made on the basis of population, the City of Newark will be entitled to a maximum of \$50,000 for this purpose, provided it will match these funds with an equal amount of City funds. We urgently recommend that the projects in this postwar program be used as the basis for immediate application for these State funds.

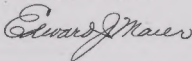
One of the major projects for which such funds could be made available would be a comprehensive study of the City Hospital project which should be made by outstanding experts on hospital administration. Such study would establish the proper capacity, location and type of hospital plant and the feasibility of an entirely new hospital or a plan for the reconstruction of the existing building.

The estimates of postwar employment by private industry as contained in this report have been verified by our engineers from many available sources. The Committee for Economic Development, the main agency studying this problem, is not yet ready to release its conclusions. We have, however, conferred with their statisticians and when their report is ready it will be the basis for a check on our estimates.

The Central Planning Board is encouraged by the excellent co-operation of the Board of Commissioners and by all City officials and we are pleased to inform you that the Press and local business people have also been very helpful in assisting us in the development of our plans.

Respectfully submitted,

CENTRAL PLANNING BOARD  
OF THE CITY OF NEWARK

A handwritten signature in dark ink, reading "Edward J. Mauer". The signature is written in a cursive style with a large, sweeping initial "E".

Chairman.

# HARLAND BARTHOLOMEW AND ASSOCIATES

CITY PLANNERS - CIVIL ENGINEERS - LANDSCAPE ARCHITECTS

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SAINT LOUIS, MISSOURI

(1)

HARLAND BARTHOLOMEW  
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HARRY W. ALEXANDER  
ELDRIDGE LOVELACE  
E. O. PEARSON

June 22, 1944

The Central Planning Board  
Of The City of Newark, New Jersey

Gentlemen:

We are pleased to submit herewith our preliminary report on "A Post-war Construction Program for Newark, New Jersey."

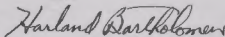
This is one of the most important reports of the series now in preparation and is particularly timely now that there is so much discussion of the postwar problems facing our cities.

Representatives of our office held conferences with a great many public and private agencies during the preparation of this report. In all cases we met with the heartiest co-operation. It is impossible to mention all those individuals who furnished us with information, but we wish to express our appreciation of the assistance rendered by each and every one.

Respectfully submitted,

HARLAND BARTHOLOMEW & ASSOCIATES

By:



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## Summary of Findings and Conclusions

Following is a brief digest of the principal recommendations contained in the report:

1. Newark's bonded debt and tax rate should be materially reduced before creating extensive new debt for postwar public works, particularly in view of the fact that private enterprise can probably fulfill all employment needs for several years following the cessation of hostilities.

2. A public works program that can be financed without conflicting with a policy of tax and bonded debt reduction is needed for the following purposes:

- a. To catch up on deferred maintenance.
- b. To make essential plant replacements.
- c. To provide a limited number of urgently needed new facilities.
- d. To stabilize property values and arrest population decline.

3. Except for probable state and federal assistance in making certain street improvements, no outside financial aid is contemplated in carrying out the recommended improvements; therefore, particular attention should be given to the most urgent projects and those that will be self-liquidating.

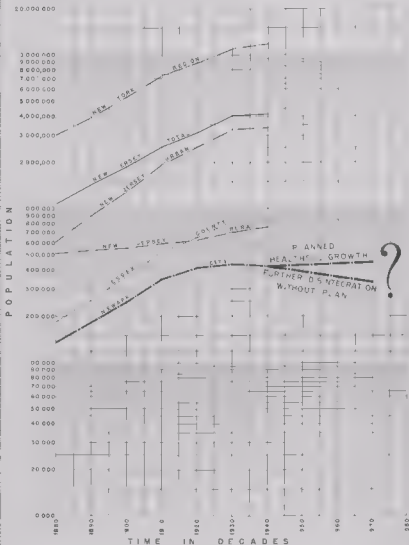
4. Large scale privately financed rehabilitation and redevelopment projects for blighted areas offer the best postwar opportunity for stabilizing

property values and arresting the decline in population. The City of Newark must be prepared to make certain improvements and provide added facilities in order to assure the success of these projects.

5. The proposed program is scheduled for completion in four years and aggregates \$14,900,000, of which \$10,000,000 is to be financed by local bond issues, \$2,400,000 is self-liquidating and \$2,500,000 is to be expended by state and federal authorities in highway improvements in the City of Newark. The projects comprising this program are described in the body of the report.

6. The proposed bond issue of \$10,000,000 can be issued over a four-year period and, at the same time, the present tax rate and total bonded debt can be reduced. By co-ordinating the proposed bond issue with the debt reducing program now being carried out, the tax rate can be reduced to \$4.94 and the gross bonded debt can be reduced to \$59,825,000 in 1950. These figures compare with the present tax rate of \$5.30 and the total bonded debt as of December 31, 1943, of \$95,627,900.

7. Contract plans and specifications should be commenced immediately on recommended projects and assistance in financing such work should be sought from the State in accordance with recently enacted legislation.



## POPULATION GROWTH NEWARK AND OTHER GOVERNMENTAL UNITS

CENTRAL PLANNING BOARD OF  
NEWARK, NEW JERSEY

HARLAND BARTHOLOMEW & ASSOCIATES  
CITY PLANNERS

## Introduction

The Central Planning Board is now preparing a master plan for the City of Newark. This is a long range plan designed to be carried out over a period of thirty to forty years.

Because of the war emergency and possible economic dislocations in the aftermath, the Board of City Commissioners imposed a special duty upon the Planning Board in the Ordinance creating it. The Ordinance reads in part as follows:

*It shall be the further function and duty of the Central Planning Board to develop and promulgate postwar plans and postwar projects and to co-ordinate all plans and projects within the City and to correlate them to the plans and projects of Federal, State and County agencies and with those of other municipalities giving due consideration at all times to the probable ability of the City of Newark to carry out, over a period of years, the various projects without the imposition of unreasonable financial burdens \* \* \* \**

As the master plan of the City has not yet been prepared, there is no long range public works program available from which could be selected those projects which would make up the postwar program. However, the planning work has progressed sufficiently that certain matters which have a direct bearing on the preparation of this program are clearly evident.

Certain considerations of paramount importance have been kept in mind in preparing this report. These are:

1 While steady improvement has

been made in the City's financial situation, the bonded debt is still high and there is a limited capacity for financing new improvements. No new projects should be undertaken that will increase the bonded debt and tax rate. Self liquidating projects and those having to do with deferred maintenance plant reconstruction and urgently needed new improvements are the types of projects that should be considered.

2. Inasmuch as Newark is not growing (See Plate One), and property values are falling, preferred projects are those which will tend to retard population losses and preserve and enhance property values.

This report is divided into four principal parts, as follows:

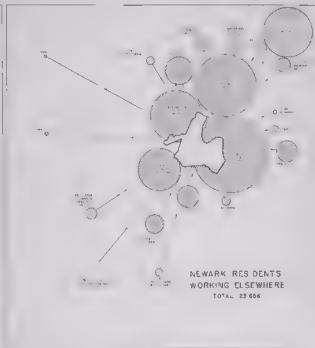
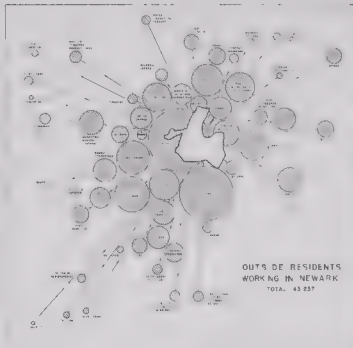
1. An examination of the probable employment situation after the war and the extent to which a public works program can be used as an employment measure.

2. An analysis of the present financial situation in Newark to determine what improvements, if any, can be afforded in the near future.

3. An analysis of the types of projects which should be included in the program.

4. A list of projects selected in accordance with the principles outlined above together with a plan of finance and a schedule for carrying out the proposed improvements.

Other chapters of the report discuss the postwar planning being done in other cities, and the distinction between long range capital improvement programs and the one prepared in this report.



## RESIDENCE AND PLACE OF EMPLOYMENT OF WORKERS IN THE NEWARK AREA CENTRAL PLANNING BOARD OF NEWARK, N J

HARLAND BARTHOLOMEW AND ASSOCIATES  
CITY PLANNERS



### NOTES

DATA FROM THE NEW JERSEY  
WORKER TRANSPORTATION  
SURVEY MADE BY THE NEW  
JERSEY TRANSPORTATION  
COMMITTEE JAN 1942

DATA COVERS APPROXIMATELY  
15% OF THE PLACES EMPLOY-  
ING 100 OR MORE WORKERS

DATA FOR NEW YORK CITY BASED ON SURVEYS  
BY THE REGIONAL PLAN AREA AND THE PORT OF  
NEW YORK AUTHORITY - 1938 AND 1940

## The Employment Situation in the Postwar Period

It is the general opinion or theory regarding the employment situation after the war that there will be a gradual demobilization of the Armed Forces accompanied by a sharp break in war production but that accumulated shortages, both in consumer and capital goods will produce a period of good business for several years. Thus the period of adjustment to a peacetime economy will be postponed for some time.

It is also believed that the war in the Pacific will continue for approximately one year after cessation of hostilities in Europe. If this happens, re-conversions can be made more gradually. Some estimates on war contract cancellations run as high as 85 per cent in the first year following the end of the European war.

The immediate problem of alleviating unemployment is in that period which may be described as the period of transition. Inasmuch as present Unemployment Compensation Insurance covers the majority of workers in war industries, much of the shock of displacement will be absorbed temporarily at least. The question remains whether the degree of unemployment will warrant a public works program in the immediate or near future. *At present, in the opinion of reliable authorities, this need will not be pronounced.*

### ESTIMATE OF THE AMOUNT OF PRIVATE EMPLOYMENT AFTER THE WAR

Any study of employment in Newark is complicated because of the fact that the city is a part of a large metropolitan area within which there is a great deal of commuting of workers to and from their homes and places of employment, which may or may not be in the same community. To show the extent to which this situation exists in Newark a chart has been prepared (Plate Two) which shows graphically the place of residence of workers employed in Newark and the places of employment of workers residing in Newark but working elsewhere.

The chart was prepared from information secured by the New Jersey War Transportation Committee which conducted a survey of war transportation throughout the state in January, 1943. The data covers approximately thirty per cent of places employing 100 or more persons and to that extent does not give a complete picture of the situation.

There is a remarkable amount of commuting of workers to Newark from nearby communities where they make their homes. The largest number come from Elizabeth and Irvington, but there are numerous workers living in more distant communities such as Maplewood, Union, Jersey City and other communities who daily

come to Newark to work. It is interesting to note that many workers live in Brooklyn, Manhattan, Queens and the Bronx in New York, and that a number of them come from as far away as Philadelphia. 56 per cent of the workers in Newark plants covered by the survey have residence outside of Newark.

Principal places of employment for Newark residents outside the city are the communities across the Passaic River, Hudson County, Bloomfield and the Oranges, and in the vicinity of H.IIside, Irvington and Maplewood. Many Newarkers work in New York City also. Estimates made by the Port of New York Authority and verified by the Regional Plan Association indicate that approximately 14,000 office workers and 10,000 factory workers employed in Manhattan live in Essex County. These figures would seem to indicate that from 8 000 to 12 000 Newark residents are employed in Manhattan and commute there daily.

Records of the New Jersey Unemployment Compensation Commission show, as of September 1943, that there were 3,468 employing establishments providing a total of 210 726 jobs in Newark. The breakdown of this figure by major industry divisions is as follows:

	No 1943	% 1943	% 1940
Manufacturing	128 038	60.9	31.8
Transportation	9 52		
Communications & Utilities	7 212	7.9	5.0
Trade	31 114	14.7	15.4
Professional Services			5.9
Services (other)	10 023	4.9	8.1
Clerts			22.3
Finance	20 564	9.6	
Contract Construction	3 833	1.8	
Establishments not elsewhere classified	422	.2	
All others			13.7
	210 726	100.0	100.0

As the Unemployment Compensation Commission statistics cover about

75 per cent of the total number of persons employed in Newark, a reasonable estimate of the total of all employment is approximately 280 000 jobs.

Although the 1943 employment figures are not entirely comparable with those for 1940, the great increase in the percentage of manufacturing jobs from 1940 to 1943 clearly indicates the tremendous expansion of war industries in Newark. When the war is over and industry returns to a normal basis, there is danger of widespread unemployment unless plans are made now for its prevention.

At the close of the war, there will be a reduction in the labor forces of three principal types of workers: those of retirement age and beyond, women home makers, and those who wish to attend school. On a nation wide basis it has been estimated that 8.5 per cent of the labor force would retire because of the above reasons. In the Newark area, because of its highly industrialized nature, an estimate upwards of 10 per cent would be more nearly reasonable. Thus it can be expected that, for the above reasons, approximately 30 000 job holders will leave the labor force after the war. This reduction will be partially offset by reason of the fact that approximately 3 000 young persons will annually reach the age when they will join the labor force.

Under present conditions of war stimulated high wages, and for other reasons, some war workers from other parts of the state and nation have migrated to Newark. There has also been an increase in the number of commuters from nearby points. From statistics as to in-migrants and commuters it appears there will be a reduction of approximately 30,000 workers in this classification in the postwar labor forces.

It has been estimated that approximately 36 per cent of the Armed Forces would be demobilized in the first year following the end of the European war.<sup>(1)</sup> A recent survey among the Armed Forces revealed that 15 per cent of the Armed Forces expect to return to school upon demobilization.

Exact figures of the number of men in the Armed Forces in the Newark area are not available although recent surveys indicate that there are approximately 30,000 persons so serving. Thus approximately 10,000 from the Armed Forces can be expected to return to Newark during the first year of demobilization after victory in Europe. Of these, approximately 1,500 will return to school and 8,500 will be added to the labor force. To this figure should probably be added another 2,500 representing demobilized persons living outside of Newark but returning to jobs and seeking employment in Newark. From these figures it is estimated that approximately 11,000 persons now in the Armed Services will be seeking work in Newark.

The total number of persons for which employment must be provided one year after the end of the European war is approximately 234,000.

During the first year after final victory in Asia, a like number (11,000) of returning demobilized persons can be expected to be added to the labor forces.

## EMPLOYMENT POSSIBILITIES

The only available data on potential postwar jobs is that contained in the survey made by the New Jersey State Commission on Postwar Economic Development. During the Fall of 1943, employers throughout the State were sent questionnaires on which to report their postwar employment needs. While the results of this survey were not tabulated for Newark separately, it is estimated for the City of Newark based on this and supplementary data, there will be approximately 233,000 jobs available at full peacetime operation.

The survey went into the problem of reconversion of private industries. Results of this phase of the survey are summarized as follows: (3)

"About 16 per cent of the business firms in the State will require physical reconversion—about 9 per cent will require reconversion of 75 per cent or more of their facilities.

"Reconversion of about 10 per cent of the business firms in the State will require some time after the close of the emergency but only one per cent will require six months or more.

"Prompt transition from war to peace will be more dependent upon maintaining income levels and markets than upon physical reconversion."

- (1) Postwar Re-employment by Karl L. Schlatterbeck. The Brookings Institution—Page 10.
- (2) Survey conducted by the War Department National Opinion Research Center and the U. S. C.
- (3) "A New Jersey Program for the Postwar Period" Page 1 Survey Report.
- (4) Average number of men who will be employed each year for a four year period on projects included in the \$7,060,000 program (See Page 20). Additional employment will be provided by projects to be financed by county, state and federal agencies.



# SUMMARY OF ANTICIPATED EMPLOYMENT AFTER THE WAR

Total peak employment (Sept. 1943)	280 000
Labor force withdrawal: (Old age, school, etc.)	30,000
Labor force withdrawal (Migrants, etc.)	30,000
	220 000
Returning demobilized workers	11 000
Young persons entering the labor force	3,000
Total labor force first year following European War	234 000
Total available jobs in private employment	233 000
Deficit of anticipated available jobs	1 000
Improvement on projected postwar public works <sup>(2)</sup>	2 200

The number of jobs that will be available after the war represents a substantial increase over those available in 1940. The difference is accounted for by the fact that in 1940 there was widespread unemployment (9,000,000 to 10,000,000 unemployed in the United States) and the postwar job goal is designed to furnish full employment. The increased size of the labor force is due to increased population in Newark since 1940.

The conclusions drawn from the above analysis of the postwar employment situation are that there will be no necessity for undertaking an *immediate* construction program as an unemployment measure. In fact, an artificially stimulated public works program might cause serious conflicts with private building operations in competing for materials and labor. It should also be borne in mind that public works construction is more useful as a "pump-priming" measure during periods of unemployment than as a direct source of employment which is relatively small in proportion to the cost.

The above discussion is not intended to convey the impression that no public works are needed and should not be constructed in Newark after the war. On the contrary there is a definite and pressing need of a program designed to stimulate redevelopment and to strengthen the economic structure of the city.

## Current Program of the Committee for Economic Development

The Committee for Economic Development is a national organization of business men formed for the purpose of stimulating maximum postwar employment in private industry. In Newark, the Committee works through groups of local businessmen which function on a voluntary basis. The Newark Committee is now engaged in making surveys which have an important bearing on the postwar employment situation.

The first of the surveys is on the "postwar employment expectation" of Newark manufacturers. This study has been under way for several months and will require several more months before it can be completed. A second survey is also expected to be made which will include such groups and institutions as retail trade, wholesale trade, financial institutions, transportation, private construction, communications, services and utilities.

These two surveys will give information concerning employment as of December 1940 and December 1943 and will provide estimates of present employees who will not seek work in the Newark area in the postwar period. They will also provide information concerning the number of employees that manufacturers and commercial

establishments expect to have in the postwar era.

Information will be provided as to the length of time it will take to reconvert industry in this area and the amount of employment during the reconversion period. In addition, it will give information concerning plant expansions, new products, new markets and other information useful in planning a postwar employment program.

The Committee has had a survey under way for some time concerning postwar purchasing power. This survey includes such things as increases in cash savings, reduction of installment loans and reduction of mortgage loans, bond purchases, etc.

The Committee is also considering a survey of consumer intentions. This survey will be made for the purpose of determining what kind of things the people of Newark want to buy after the war. This data will be useful to manufacturers and retailers in further determining potential postwar markets.

When the work of this Committee is completed, it will have full and detailed data on the postwar employment situation in Newark, and will serve as a check on the data presented in this report.

## Ability of Newark to Finance a Public Works Program

The present high bonded debt and tax rate in Newark precludes any extensive public works program in the immediate future. In the face of declining real estate tax valuations and high governmental costs it would be unwise to undertake a program of public works that would increase the bonded debt.

As stated in the Preliminary Report on "Background and Character of the City," the adjusted tax rate and the per capita bonded debt is substantially higher in Newark than in any of a group of cities with which Newark's statistics were compared. To further emphasize the financial situation that Newark is in, the following table has been prepared. The cities listed are those in the 300,000 to 500,000 population class according to the 1940 census.

Cities in Order of Per Capita Expenditures	Tax Levy (1939, per Capita)		
	1940 Population	for City and Schools	per Capita
Indianapolis	302,163	\$6,795,000	\$22.40
Indianapolis	386,972	9,081,000	23.50
Houston	384,514	9,400,000	24.50
Seattle	368,302	9,887,000	26.50
Columbus	306,087	8,905,000	29.10
Kansas City	399,178	12,238,000	30.70
Portland	305,394	9,654,000	31.70
New Orleans	494,537	16,915,000	34.30
Athens	102,288	11,537,000	38.20
Louisville	319,077	14,022,000	44.00
Cincinnati	454,610	23,184,000	50.80
Denver	322,412	6,537,000	51.30
Minneapolis	492,370	28,564,000	58.00
NEWARK	429,760	18,061,000	88.70
Jersey City	301,173	27,025,000	89.80

Rochester	324,975	29,797,000	91.60
Average			46.00
New York	7,454,995	817,919,000	11.00
NEWARK-1944		34,161,000	79.50

Source: U. S. Department of Commerce  
Financial Statistics of Cities—1944  
Statistics, Compendium Table I

From the above it is seen that in 1939 the total expenditures for city and school purposes in Newark was \$38,061,000, which greatly exceeded any of the cities in the group. On a per capita basis only Jersey City and Rochester had a higher levy. Figures for New York City are also shown. In New York the per capita expenditure was \$111.00, a substantially higher figure than for any of the other cities. (The average per capita levy for the entire group of cities, excluding New York) was \$46.00 compared to \$88.70 for Newark.) In 1944 the appropriation for city expenses in Newark declined to \$34,161,000, or \$79.50 per capita.

One of the reasons for the past and present high tax rate in Newark is the large amount expended annually in paying interest charges and retiring the bonded debt. In 1944 this amounted to \$8,034,000 or 17.8 per cent of the total budget of \$45,792,000.<sup>(1)</sup> Since the peak of the bonded debt has passed, the service charges are decreasing annually and within a few years will be materially less than at present.

1. Total budget appropriation for all expenditures including amounts paid count, and the total of interest charges and expenditures as referred to the previously cited figure of \$34,161,000 which is the amount expended for city school and debt service purposes only.

## FUTURE ABILITY TO ISSUE BONDS

If Newark is to progress in the future many public improvements will be needed. Rehabilitation of the city's blighted areas will necessitate expenditures for parks, schools and street improvements within these areas. Accessibility to the central business areas must be improved by major alterations to the street system. Parking lots must be provided by the city for the shopping centers. These and many other improvements must be financed by future bond issues. The preparation of a long range improvement and financial program is scheduled later in the planning program and cannot be made a part of this report. However for the immediate postwar period an examination must be made of possible sources of revenue to finance the improvements recommended in this report.

It is imperative that the present high tax rate be reduced if Newark is to attract new industries and hold those which it now has. This reduction can only be accomplished by reducing the cost of city government by securing new sources of revenue or by a combination of both methods.

The Newark tax dollar is spent for five principal purposes: local schools, support of the county and state, debt service and general city departmental operations. The municipal authorities have no control over the amounts required by the county or state. While the City Commissioners constitute a majority on the Board of School Estimate, the school budget is generally approved in the amount requested. In 1944, the debt service cost was 94¢, poses amounted to \$16,045,000, as follows: county \$5,060,000, state \$1,950,000 and schools \$9,035,000, the total representing 1.88 or 35.5

per cent of the tax rate.

The governing body also must appropriate funds sufficient to retire bond issues falling due within the current year and pay interest charges on the outstanding bonds. This amount is fixed and funds must be provided to meet the annual requirements. In 1944 the debt service cost was 94¢ or 17.7 per cent of the tax rate.

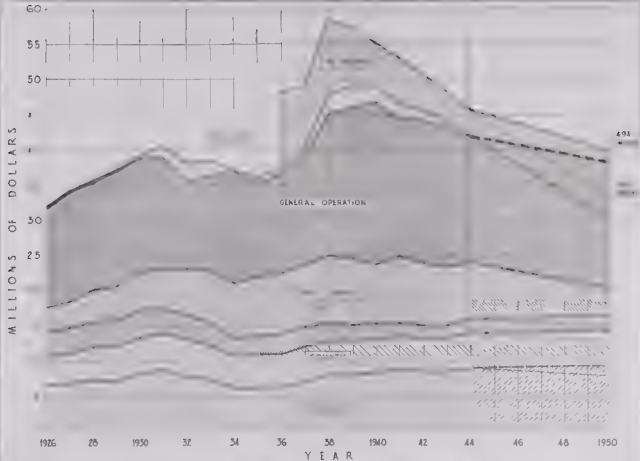
The reserve for uncollected taxes is another item, the amount of which is regulated by law. In 1944 this amounted to 44¢ or 8.3 per cent of the tax rate.

The above enumerated expenditures represent a total of \$3.26 on the tax rate, which, at the 1944 rate of \$5.30, leaves \$2.04 or 38.5 per cent, for general operating costs and other miscellaneous expenses.

In considering the possibility of reducing the tax rate this factor must be kept in mind. Savings will be effected by a reduction in annual debt service charges, but relief costs and delinquent tax reserves have about reached a minimum and greatest opportunities for further savings lie in reducing departmental operating expenses and in reducing costs of operating the school system. It is strongly urged that every effort be made to accomplish this purpose.

As pointed out by the Board of Education there should be a more equitable distribution of State educational funds. Newark is entitled to a greater share of these funds which if secured would substantially reduce the local expenditures devoted to this purpose.

Plate No. 3 has been prepared to show graphically the trend in governmental expenditures in Newark from 1926 to 1944. Annual expenditures for schools, county, state, debt service



CENTRAL PLANNING BOARD OF  
NEWARK, NEW JERSEY

1926 - 1950

HERLAND, BARTHOLOMEW & ASSOCIATES  
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and other purposes are shown

In 1926 the city budget aggregated \$31,789,000. By 1931 this annual outlay had increased to \$40,495,000. During the depression years, from 1932 to 1935, the total outlay was reduced to \$36,083,000. In 1935 a state law was passed requiring the city to set up a reserve in the budget equal to the amount of uncollected taxes during the previous year. In 1936 conformance to this law resulted in adding the sum of \$10,963,000 to the city budget, making a total of \$47,981,000 for the year.

The peak in city expenditures was reached in 1938 when the budget appropriations amounted to \$58,517,000. The subsequent decrease between 1938 and 1940 was due to the fact that tax collections improved and it was not necessary to provide as large a reserve as formerly. The expenses of city operation continued to increase, however, and reached a peak of \$25,340,000 in 1940. Since that time operation costs have been materially reduced until in 1944 it reached the amount of \$17,964,000. This is approximately the same amount as that spent in 1931. The total budget has also been reduced to \$45,793,000 during this same period. It is significant to note that in 1938 when the peak of city expenditures was reached the tax rate was \$4.61, as compared to \$5.30 in 1944, when the annual costs were some \$13,000,000 less. This situation arose from the fact that the assessed valuation of property has been reduced approximately \$300,000,000 since 1938.

A further analysis of the chart shows that since 1926 the cost of operating the schools has increased approximately \$2,500,000. During that same period the city's share of county cost has increased approximately \$1,000,

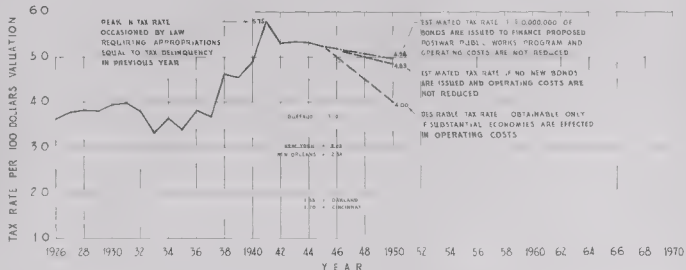
000, but state expenditures have declined approximately \$1,500,000; debt service cost has risen approximately \$4,500,000 and city operating costs have increased approximately \$3,500,000.

The reduction in city operating costs since 1940 has largely come about because of a substantial decrease in relief expenditures. In 1940, \$2,191,000 was required for this purpose, whereas in 1944 only \$236,000 was provided in the budget.

The chart has been projected to 1950 to show the effect of the proposed tax rate reduction. All costs except debt service charges are assumed to be equal to those in 1944. Debt service charges are reduced in accordance with the schedules of the Auditor's office, taking into account the added changes occasioned by the new bond issue.

The chart also shows reductions in costs necessary to reach a \$4.00 tax rate in 1950. As the city has no control over the state and county expenditures it is assumed these will continue about the same as in the past. Debt service charges will automatically decrease while delinquent tax reserves will remain at about the present level. To reach the assumed goal, it will be necessary to reduce the operating expenses of the city from approximately \$18,000,000 in 1944 to \$11,000,000 in 1950 which is a reduction of \$7,000,000 or 39 per cent. At the same time it will be necessary to reduce local expenditures for city schools approximately \$1,000,000.

Plate No. 4 has been prepared to show the trend in tax rates in Newark between 1926 and 1944 together with a projection showing the tax rate in 1950 that can be achieved if the proposed postwar public works program



## TREND IN TAX RATE NEWARK, N.J. 1926 - 1950

CENTRAL PLANNING BOARD OF  
NEWARK, NEW JERSEY

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is put into effect. The chart also shows the reduction that can be accomplished providing no new bonds are issued prior to 1950.

The chart also shows the assumed desirable reduction to \$4.00 in 1950 discussed in a previous paragraph. It will be noted that even if the \$4.00 rate can be achieved, it will still be substantially higher than the tax rates in Buffalo, New York, New Orleans, Oakland and Cincinnati.

In viewing this chart it should be borne in mind that a substantial reduction in assessed valuations was effected simultaneously with the 1940 to 1944 increased tax rate. As a result most taxpayers paid less taxes with the higher rate than formerly.

#### EFFECT OF BOND ISSUES FOR POSTWAR PUBLIC WORKS

According to schedules prepared by the Department of Revenue and Finance, expenditures for debt service will decline from \$7,896,666 in 1944 to \$4,824,000 in 1950. This reduction amounts to approximately 47 points in the tax rate. If no new bonds are issued and other costs remain constant, the 1950 tax rate could be lowered to 4.83. This calculation is based on an estimate that \$65,000 in expenditures represent one point in the tax rate.

Reiterating that tax reduction is imperative, nevertheless the fact must be recognized that some essential improvements must be provided in the immediate postwar period, i.e. 1946 to 1950. Table Number One has been prepared to indicate the possibility of combining a tax reducing program with a limited program of new bonds to finance a highly selective public

works program.

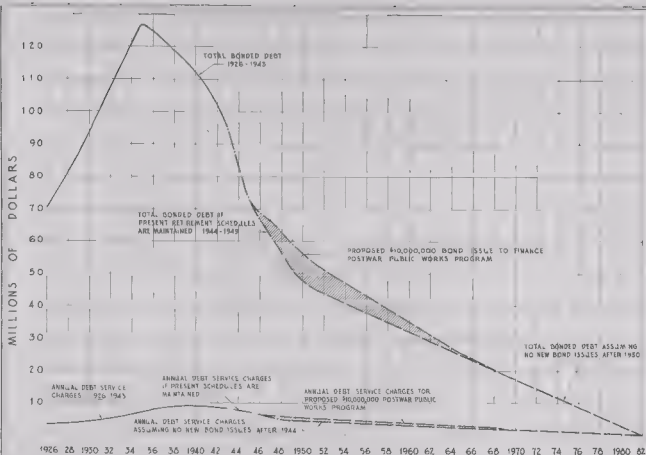
*Examination of Table Number One shows that it will be possible to reduce the tax rate to \$4.94 by 1950 and at the same time issue \$10,000,000 in new bonds during this period. The basis for these calculations are the figures contained in the amortization schedules referred to above. New bond issues are assumed to be twenty year serial bonds bearing an interest rate of three per cent which require a first annual payment of \$80,000 per million dollars for interest and retirement. For the purpose of this analysis it is estimated that one point in the tax rate represents \$65,000 in tax revenue.*

As the bonds are to be issued annually, over a four year period, the debt service costs increase until a peak is reached in 1949. Thereafter the amount needed annually declines and the entire issue is paid off in 1969. Interest and retirement costs for the first five years are as follows:

	AMOUNT	COST FOR INTEREST
	AN	AN
1946	\$ 00	\$ 4
1947	\$ 00	\$ 4
1948	\$ 830,000	\$ 4
		\$ 4

If other expenses can be reduced or if new sources of revenue can be secured, further reductions can be made. On December 31, 1950, if the above program is followed, the gross bonded debt will be approximately \$59,825,000 compared to an estimated total of \$51,300,000 if no new bonds are issued. This is a reduction of \$35,802,900 from the total bonded debt of \$95,627,900 as of December 31, 1943.





# TREND OF BONDED DEBT RETIREMENT AND ANNUAL DEBT SERVICE CHARGES

CENTRAL PLANNING BOARD OF  
NEWARK, NEW JERSEY

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TABLE 1

## ANALYSIS OF EFFECT OF NEW BOND ISSUES ON REDUCTION OF TAX RATE

NEWARK NEW JERSEY

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Year	Amount Required Bonded Debt Payments)	Reduction in Previous Year	Tax Rate Reduction *	New Bonds Are As Previous Year	Proposed Program **	Total of Issues	To Service Issues	Reduction in Previous Year	Tax Rate In Column 8)	If New Bonds Column (5)
1945	\$7,457,080	\$ 439,586	7	\$5.23	None	None	\$7,457,080	\$439,585	7	\$5.23
1946	6,436,493	1,020,587	16	5.07	\$2,490,000	\$2,490,000	6,635,693	821,387	13	5.10
1947	5,507,379	929,114	14	4.93	2,900,000	5,390,000	5,934,829	700,864	11	4.99
1948	5,291,594	215,785	3	4.90	1,780,000	7,170,000	5,853,374	81,455	1	4.98
1949	4,965,174	326,420	5	4.85	2,830,000	10,000,000	5,742,599	110,775	2	4.96
1950	4,824,439		2	4.83		10,000,000	5,586,864	155,735	2	4.94

\* \$65,000 Estimated Amount Raised By One Point on Tax Rate

\*\* 20 Year 3 Per Cent Serial Bonds

# A Proposed Postwar Construction Program

As stated previously, this report is not concerned with long-range public works planning in the generally accepted meaning of the term. In view of the fact that the master plan will not be completed for approximately two years, it would be unwise to attempt to prepare a long-range program at this time. Consequently the scope of this report is limited to recommendations for urgently needed projects that can be financed without increasing the present tax rate and bonded indebtedness together and self liquidating projects and those which can be financed from sources outside the City of Newark.

## METHOD OF PROCEDURE IN PREPARING REPORT

1. Compilation of list of needed projects

All City departments and agencies were interviewed and from them information was secured on their postwar needs. In preparing this list no attempt was made to determine the financial feasibility of the projects. Those departments and agencies submitting lists containing two or more projects were asked to indicate their urgency or priority. In addition to the various departments of the City of Newark contacts were made with other governmental agencies who normally do construction work in or near the city. From these agencies were obtained lists of projects which they hoped to construct in the postwar period. Agencies contacted included the Highway Department of Essex Coun-

ty, Essex County Park Commission, State Highway Department and the Port of New York Authority.

The aggregate estimated cost of needed projects as submitted by the various departments in the City of Newark was \$32,886,200. No complete estimates could be prepared for projects proposed by federal, state and county agencies as their plans had not progressed to the point where estimates could be made.

## 2. Analysis of Ability of City to Finance a Public Works Program

From a previous chapter it is shown that a total of \$6,600,000 in new bonds can be issued in the years 1946 to 1949 inclusive and, at the same time, the tax rate can be reduced to \$4.94 by 1950. This figure represents the prudent limit of local financing of new projects.

## 3. Analysis of the Employment Situation after the war

From a previous chapter it is shown that a postwar improvement program may not be needed as an employment measure at any time prior to 1950 and therefore any public works that are constructed within the period should be those which are urgently needed as opposed to those primarily designed to provide employment. At the same time it should be noted however that the proposed program will furnish employment to 2,200 men for each of four years, and that additional employment will be furnished by the projects to be constructed by county, state and federal agencies.

## TYPES OF PROJECTS COMPRISING THE PROGRAM

Inasmuch as Newark is confronted with the danger of a declining population and a shrinking tax base, all new public works projects should be of the type that will stabilize property values and arrest the loss of population that is taking place. There are several types of projects that fall under this category. They may be classified as follows:

### Group 1.

- (1) Rehabilitation of blighted areas.
- (2) Reconstruction of obsolete areas by private enterprise as well as by publicly aided housing.
- (3) Highway improvements to provide better access to central business district.
- (4) Additional parking facilities in the downtown shopping area.
- (5) New schools and recreation facilities.

In addition to the above types of projects, there are others that should be included in the program. These include

### Group 2

- (1) Maintenance and repair work deferred because of the war.
- (2) Essential plant replacement.
- (3) New projects to meet urgent demands.

Some of the improvements falling in the above category might also be classed as the type included in Group 1.

The improvements also can be classified in accordance with the means by

which they will be financed. This grouping is as follows:

1. Self liquidating projects (Water system improvements, parking lots (partial)).

2. Projects financed by local bond issues. All of the projects in Group 2 fall in this category as well as some of those included in Group 1.

3. Projects financed entirely by private capital (Such as housing projects or industrial plants).

4. Projects financed partially or wholly from grants from state or federal sources. (Large scale public housing and inter regional highway improvements are of this class).

The improvements proposed by the various city departments must all be financed by general bond issue except those of the water department. Water department improvements can be financed from current reserves, future revenues and future self-liquidating bond issues. As the amount of new bonds that can be issued is definitely limited, only those projects for which there is a clearly indicated pressing need could be included in the program. All of the improvements listed as needed by the various city departments were carefully scrutinized and evaluated as to their relative importance. They were also analyzed to see that they would properly fit into the master plan of the city. From this analysis and after applying the principles outlined above, the following projects are recommended for inclusion in the program.

### DEFERRED MAINTENANCE, PLANT REPLACEMENT AND URGENTLY NEEDED NEW IMPROVEMENTS

1. City Hospital Project (subject to further study) \$1,750,000
2. Dayton Street School and Playground 560,000

3	Street Reconstruction (\$500,000 per year, 4 years,	2,000 000
4	South Side Intercepting Sewer	1,400,000
5	New Incinerator	900 000
	Improvements to Police and Fire Department Buildings	450 000
		\$7 060 000

*The Remainder of the Proposed Bond Issue Should be Devoted to:*

City's cost for providing parks and other improvements in privately financed redevelopment areas and the cost of providing city owned parking lots in the downtown business section \$2,940 000

*Self Liquidating Projects:*

1. Improvements to water system (\$600,000 per year for four years) 2,400,000

*Projects Financed by Sources Outside Newark:*

Federal and state financed inter - regional improvements in Newark 2,500 000

Total of all projects \$14,900,000

The above program is well balanced and consists of projects from all city

departments that ordinarily do construction work. While many worthwhile improvements were suggested by agencies outside the City Hall, such as the Public Library, the Art Museum and the Newark College of Engineering, the limitations of the program make it impossible to include any projects from those agencies. These contemplated improvements will be included later in the comprehensive long-range capital improvement program.

A more detailed description of the proposed improvements follows in a later chapter.

## SCHEDULE FOR MAKING IMPROVEMENTS

The financial program provides that no new bonds will be issued in 1945 and 1950. In accordance with this schedule there would be \$2,490,000 available for financing new improvements in 1946; \$2,900,000 in 1947; \$1,780,000 in 1948 and \$2,830,000 in 1949. This schedule is based on an assumption that the war will not extend longer than the middle of the year 1945. If it should last longer, the schedule could be advanced accordingly.

Table Number 2 is a schedule to be followed in making the proposed improvements.

TABLE 2  
SCHEDULE OF PROPOSED IMPROVEMENTS

TYPE OF IMPROVEMENT	ESTIMATED COST OF IMPROVEMENTS TO BE MADE ANNUALLY				
	1946	1947	1948	1949	Total
Street Reconstruction	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Water System Improvements	600,000	600,000	600,000	600,000	2,400,000
Dayton Street School	560,000				560,000
City Hospital Project	830,000	920,000			1,750,000
South Side Sewer	600,000	500,000	300,000		1,400,000
Raymond Boulevard Extension	1,250,000	1,250,000			2,500,000
Parking Lot Improvements and Public improvements in Redevelopment Areas		980,000	980,000	980,000	2,940,000
Improvements to Police and Fire Department Buildings				450,000	450,000
Incinerator				900,000	900,000
TOTAL	\$4,340,000	\$4,750,000	\$2,380,000	\$3,430,000	\$14,900,000

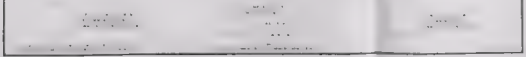
*The above schedule is not inflexible. The time when individual projects are to be constructed can be varied provided the total expenditures for the year do not exceed the amount scheduled.*



# CITY OF NEWARK, NEW JERSEY A PROPOSED POSTWAR PUBLIC WORKS PROGRAM

## LEGEND

APPROPRIATIONS PROPOSED BY CITY DEPARTMENT



# Description of Proposed Inter-Departmental Improvements Included in the Program

## CITY HOSPITAL

The present City Hospital is a relatively old structure and is in need of major repairs to place it in good condition. Designed to accommodate approximately 550 persons, at the present time between 650 and 700 beds are occupied. In normal times and during periods of depression the hospital is greatly overcrowded.

The hospital situation has been under study and discussion for a number of years and numerous plans have been prepared for its improvement. These plans may be broken into three classes:

- (a) Construction of an entirely new 1,000-bed hospital on a new site at an estimated cost of \$5,000,000 to \$6,000,000. Ivy Hill has been suggested as a possible location.

- (b) Move the present Health Department and clinic to the site of the present hospital which would be remodeled to accommodate them.

2. Add a new eleven story wing through the center of the present hospital and provide an enlarged building for the Health Department at its present location. Cost of this plan is estimated at \$3,000,000 and would provide a capacity of 1,000 beds.

3. Remodel the present hospital and add two wings to give a capacity of 800 beds. The estimated cost of this plan would be \$1,750,000.

The present hospital site is near the geographical centre of the city and is

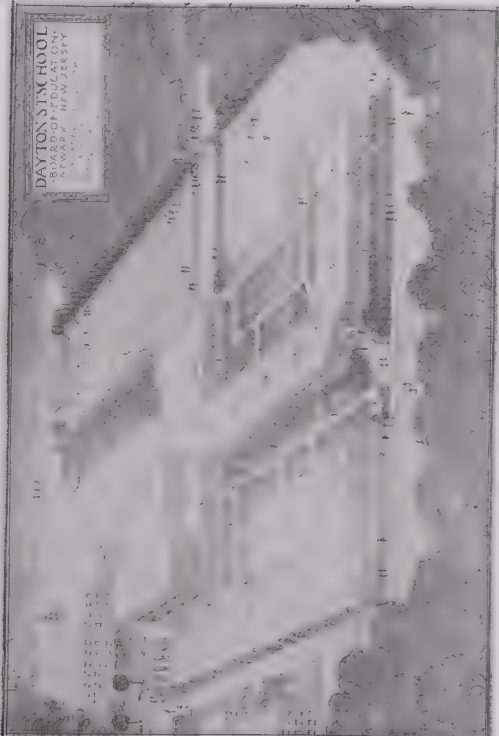
easily accessible by public transportation. It is convenient both for patients and for physicians working at the hospital. In view of the fact that the present hospital is an old structure occupying an inadequate site, it is suggested that further studies be made to determine the feasibility of beginning the construction of a new hospital on a new site adjacent to the present site, the structure to be completed over a period of years as funds are available. It is recommended that the amount of \$1,750,000 be allocated for this purpose. If a new hospital is eventually built according to the suggested plan, the present structure can be remodeled and used by the Health Department for their administrative offices, clinic and dispensary.

## DAYTON STREET SCHOOL

Construction of the Dayton Street School is recognized as the most imperative need of the school system. The improvement has been recommended both by the Principals' Committee of the Board of Education and the Columbia University Survey. This school is badly needed in a neighborhood separated from the rest of the city by parks, railroads and highways. In this area is the large Seth Boyden public housing development containing 530 family units. Approximately six hundred children from the neighborhood to be served by the new school are now transported long distances by bus to Ann Street School and Miller Street School.



DAYTON SCHOOL  
BOARD OF EDUCATION  
NEWARK, NEW JERSEY



A grade school, properly located and provided with an adequate site, would prove to be a most desirable step in neighborhood development in this area, and is in accord with preliminary studies of neighborhood plans now being considered by the Central Planning Board

The Board of Education previously owned a small abandoned school in this area. The Board has acquired a portion of Dreamland Park and several additional pieces of property along Hanford and Ross Streets. The total area now owned by the School Board for this school site is approximately 125,696 square feet or 2.9 acres. The Central Planning Board recently recommended to the Board of Education that enough additional land be acquired to make a total site area of approximately five acres.

An architect has been engaged to prepare plans and specifications. Preliminary plans are completed and detailed plans are now under way. The estimated cost of building and land is \$560,000.

Bonds to the extent of \$302,000 have previously been authorized by the City for the construction of this school. While no federal funds are in sight for school building construction, the Newark Board of Education, upon request from the United States Office of Education, filed a report of the project with that agency.

## STREET RECONSTRUCTION AND REPAIRING

The Bureau of Streets plans, builds and maintains streets in the City. Since the war many of the 375 miles of street pavement have deteriorated beyond the point of economical repair. The Bureau of Streets estimates that ten million dollars will be needed to

place the street system in good condition and that this expenditure could be spread over a ten year period. The program is flexible and could be changed to meet financial or employment requirements.

Detailed plans are now ready for about six miles of pavement reconstruction. Additional plans can be prepared in advance of a construction program in a relatively short time. Because of the financial limitations imposed on the program suggested in this report, it is recommended that the most urgently needed improvements be selected and that expenditures be limited to \$500,000 per year for four years. This sum should be sufficient to include the City's commitment to improve Springfield Avenue as a condition to the County taking it over as a county highway.

## SOUTH SIDE INTERCEPTING SEWER

The need for the South Side Intercepting Sewer is of long standing. Detailed plans for this project are approximately 75% complete. The land is owned by the City with the exception of easements across railroad property and a short section of private property.

This project is needed for the following reasons:

1. To collect storm water and sewerage now draining into an open ditch across the meadows into Bound Creek and Newark Bay.
- (2) To provide storm water relief for an area east of Weequahic Park.
- (3) To provide sewers for the Port Newark area.

The project would cost approximately \$1,400,000. It is recommended that the sewer be built in two sections in order to spread the cost over two years.

## INCINERATOR

The Bureau of Street Cleaning is charged with the responsibility of street sweeping, collection and disposal of rubbish and snow removal.

For many years, the refuse produced by householders and storekeepers has been disposed of by using it to fill in low lying meadowland or ravines. This procedure has avoided a high cost for earth fill to make such land available for streets, buildings and industrial sites. At the same time, the great amount of meadowland located within the city limits made it possible to avoid a large investment for disposal of waste by incineration.

The occupation of the Port Newark area by the United States Army and the extension of the Airport runways has reduced the available area of low-lying meadowland for dumping purposes. Prior to the extension of the Airport, the remaining life of the dump was estimated at about twenty to twenty-five years. Now that the area has been restricted by the recent Airport construction work the life of the dumping area, continuing the present methods, will be only about five years.

Rat control is also a problem at the present time in the dumping area. Recently, the method of running a heavy tractor over each day's deposit was adopted to consolidate the material and fill the voids, which has done considerable to help rat control.

The Bureau of Street Cleaning, after careful study of the situation has recommended the incineration of all garbage and combustible materials. This would extend the life of the available dumping area and would provide a sanitary fill, thereby overcoming the rat problem.

Incineration would also aid in the control of dump fires caused by spontaneous combustion. Objections have been made to smoke caused by dump fires which are detrimental to the Airport and the Pulaski Skyway.

Following are the recommendations concerning the construction of a garbage incinerator:

(1) The required capacity of an incineration plant for Newark operating on a 24 hour day is 600 tons.

(2) Six possible sites are available for either a single or a combination of two smaller units of the required capacity.

(3) The cost of construction of the incinerator excluding the site, is approximately \$900,000. The estimated annual cost of operation of the incinerator is \$253,741 per year. The present cost of operating the dump is \$50 - 000 per year.

## IMPROVEMENTS TO POLICE AND FIRE DEPARTMENT BUILDINGS

Changing conditions in the Police Department have necessitated a re-vamping of the system of precinct police stations. Over a period of years some of the existing buildings have been abandoned and new ones have been built. There are indications that further changes in the system are desirable in the near future. These changes would require major alterations to existing structures that are to be permanently maintained in the system.

Several of the fire stations occupy old buildings which need repairs and alterations.

The suggested program recommends that \$450,000 be allocated for renovations of police and fire department

buildings. No specific recommendations are made as to the manner in which these funds will be expended. It is recommended that before the program is started a careful survey be made of the police department to determine which of the present buildings are to be retained as a permanent part of the system which should be abandoned and whether any new structures are needed. Obviously it would be unwise to spend money renovating an old building which is improperly located or which has outlived its usefulness. An exhaustive report on "Police Problems in Newark" was made by the Bureau of Municipal Research in 1943 but this report did not make any recommendations for improvements to the Department's physical plant.

## IMPROVEMENTS TO WATER SYSTEM

Newark's water supply is provided by five large reservoirs located from 25 to 30 miles from the City. Water flows by gravity from these reservoirs to the City through large aqueducts. In addition to furnishing the City of Newark with an adequate amount of high quality water, several neighboring cities are supplied from the same source.

The Division of Water of the Department of Public Works is the only agency of the City that is designated

by the State Department of Local Government as a self-liquidating utility. Bonds issued by this agency do not apply on the legal bonding limit of the City.

Because during the year 1944 this utility is expecting to operate with a surplus of revenue, a Public Works Reserve fund of \$600,000 has been set up in the 1944 budget. This fund to which would be added surplus earnings in subsequent years, is intended to be used to finance a program of improvements to the water system. Should the annual surplus decrease, the work would be financed to the extent possible with funds accumulated in the reserve fund and regular Division of Water bond issues.

A program of improvements consisting of 37 projects has been prepared and is scheduled to be built during a six year period as follows:

FCTS		METHOD OF FINANCE
N. MB. #1.	(See Appendix)	
8-27	\$600,000	Public Works Reserve Fund authorized by the 1944
28-36	600,000	Public Works Reserve Fund authorized by the 1945
37-43	600,000	Public Works Reserve Fund authorized by the 1946
44-47	600,000	Public Works Reserve Fund authorized by the 1947 budget
48-50	600,000	Public Works Reserve Fund authorized by the 1948 budget
51-55	600,000	Public Works Reserve Fund authorized by the 1949
56-57		Bond issue

## Possible Self Liquidating Projects

**PARKING LOTS.** One of the most pressing needs in Newark is an improved and augmented system of publicly owned parking lots within and near the downtown district. No studies have yet been made to determine the number, location and capacity of these facilities, and pending the time when such data will be available, it is suggested that a substantial but indefinite sum be allocated from the proposed bond issue to finance the cost of acquisition and improvement of a number of such facilities. It is believed that these facilities can be made at least partially self liquidating from collection of a modest fee for their use by the public. In making the parking study, which is scheduled for 1945 due regard will be paid to the property now owned by the City and leased to private operators for parking lot purposes. An analysis will be made of present operating methods to see if any improvements can be made.

**IMPROVEMENT OF PORT NEWARK AND THE NEWARK AIRPORT.** The future of Port Newark and the Airport is so uncertain that it is impossible to make any specific recommendations at this time for improvements that should be made to those facilities after the war.

The financial history of the Port and Airport has not been satisfactory and it has never been on a self-supporting basis. Until the present large outstanding debt is materially reduced, it is very questionable if either can be made a paying proposition. The fact must be recognized, however, that the Port and Airport are extremely valu-

able assets to the City. Tremendous investments have been made in improvements to these properties and the meadowlands adjacent thereto contain the only large area of vacant land available for industrial development.

Later in the city planning program a detailed study will be made of the Port and Airport, and a plan will be prepared for their future development. This study will explore the possibilities of placing both facilities on a self-sustaining basis.

**INTER-REGIONAL HIGHWAY IMPROVEMENTS.** Recently the Committee on Roads of the House of Representatives reported favorably on the Robinson Bill for postwar construction of highways, bridges and grade separations. This bill appropriates \$1,500,000,000 of Federal funds to be made available at the rate of \$500,000,000 a year for each three successive postwar fiscal years. The sums so appropriated would be apportioned among the States on the following basis: one-half population, one-fourth area, one-fourth post road mileage. The \$500,000,000 annual appropriation is earmarked as follows: \$225,000,000 for projects on the Federal-aid highway system, either inside or outside of municipalities; \$125,000,000 for secondary roads; \$150,000,000 for projects on the principal highways in urban areas on the Federal-aid highway system. The remaining amount is allocated to miscellaneous improvements.

The State of New Jersey will receive approximately 1 3/4 per cent of the Federal funds made available under

this Act. This amounts to \$25,548,000 for the three-year period and would be matched by an equal amount of state funds, making a total of \$51,096,000 available for highway improvements in the state. Thirty per cent of the total amount is earmarked for work in urban areas so that there will be a total of \$14,477,000 available for this purpose.

Newark's share of this should be approximately \$2,412,000. In addition to this, there is an undetermined amount which may be made available from the \$225,000,000 allocation for projects on the Federal-aid highway system either inside or outside the municipalities.

While this amount of federal and state highway money is not enough to accomplish very much in the way of needed street improvements in Newark, it will make possible the financing of certain improvements, which, under the present financial situation of the City, could not be accomplished without outside assistance. It is recommended that efforts be made to have the proposed Raymond Boulevard extension and connection to Mount Prospect Avenue placed on the inter-regional highway system and that the funds to be made available from the state and federal governments be used for this improvement.

Attention should be called to the importance of providing a north-south crosstown thoroughfare composed of Mount Prospect, Clifton, Norfolk and Belmont Avenues. This improvement ties in with the Raymond Boulevard-Mount Prospect Avenue connection and also with the proposed approaches to the new Passaic River Bridge. Because of their county-wide nature, Essex County should participate in the cost of these improvements.

The bill described above has not yet become Law and there is some likelihood that it will be amended before passage. However, at the time this report is written the provisions of the Bill are as outlined above and have been used as a basis for the recommendations contained herein.

**PRIVATELY FINANCED HOUSING DEVELOPMENTS** Large scale programs of rehabilitation and rebuilding of Newark's blighted areas offer the greatest opportunity for improving the city's physical condition, arresting population loss and recreating a desirable environment for the citizens of Newark.

Under the provision of the Urban Redevelopment Law enacted at the last session of the New Jersey Legislature, the way is opened to employment of private capital in such large scale developments. This bill, which was strongly supported by the Central Planning Board is of great significance to the future improvement of Newark. These developments cannot be made successful without the close cooperation between the Redevelopment Corporation and the City of Newark. Undoubtedly many changes will be made in the physical structures within the areas to be improved. These changes will involve the re-arrangement of street facilities, the provisions of parks and playgrounds, construction or reconstruction of schools and many other improvements ordinarily financed by the City.

It is recommended that a substantial part of the sum of \$2,940,000 earmarked in the proposed bond issue for parking lots and redevelopment projects be allocated as the City's share for providing these publicly needed facilities within redevelopment areas that might be improved in the immediate postwar period.

**PREPARATION OF PLANS AND SPECIFICATIONS.** The projects included in the postwar program have been under consideration by the various city departments and much preliminary work on plans has already been done.

Preliminary studies for proposed improvements at the City Hospital have been made, but it is recommended that further surveys and investigations be conducted by hospital experts before work is begun on contract drawings and specifications.

The Board of Education has already employed an architect who has been working for some time on plans and specifications for the Dayton Street School.

The Department of Public Works has already prepared detailed plans for approximately six miles of pavement reconstruction as well as for the majority of the work on the South Side intercepting sewer, the Springfield Avenue sewer and the South Twelfth Street sewer. No plans are available for the incinerator.

**STATE FINANCIAL ASSISTANCE IN PREPARING PLANS AND SPECIFICATIONS FOR POSTWAR PROJECTS.** The 1944 Legislature enacted a bill which creates the Department of Economic Development, to which has been assigned the responsibility for studies in regard to trade and industry, physical planning, housing, urban redevelopment and maintenance of a public works reserve. The bill appropriates \$500,000 for the purpose of assisting municipalities in preparing plans and specifications for postwar construction. Allocations made to municipalities must be matched by an equal amount to be raised by the city. No one municipality may receive more than \$50,000 of state funds.

The direct and indirect cost of preparing plans and specifications for the projects included in the Newark postwar construction program is estimated at \$280,000 (4 per cent of estimated construction cost). In the case of street and sewer construction, these plans can be prepared by the present engineering staff in the Department of Public Works and their preparation will not involve additional expense to the Department. In the case of the Hospital, Dayton Street School and Police and Fire Department buildings, architects and engineers must be employed to make these plans. Plans for the incinerator are furnished by the manufacturer and are included in the building cost estimate. The architects' fees for projects requiring their services are estimated as follows:

Hospital	\$ 70 000
Dayton Street School	20 000
Police and Fire Department buildings	18 000
	<hr/> \$108 000

The maximum amount that can be secured from the State to assist the City in making these plans is \$50,000, leaving \$58,000 necessary to be made available locally. This more than meets the statutory requirements of the State.

The new Act goes into effect on July 1, 1944, and it is recommended that immediate steps be taken to make application for funds for the above enumerated projects. Applicable provisions of this law follow.

"The sum of five hundred thousand dollars (\$500,000) is hereby appropriated from any moneys in the State treasury not otherwise appropriated, for the preparation of local purpose plans and specifications in accordance with allotments to be made pursuant to this act . . .

Allotments may be made for detailed plans and specifications prepared either by force account or by contract with architects or engineers approved by the commissioner, but the total sum allotted for any project shall not exceed one half the actual cost of the plans and specifications, or two per centum (2%) of the estimated construction cost approved by the commissioner, whichever is lower . . .

The granting of any application for State aid for plans and specifications, the acceptance of such aid or the preparation of such plans and specifications shall not be construed

to commit either the State or the political subdivision to any contribution or appropriation whatsoever at any time for construction costs. The amount allotted for each project shall be paid to the political subdivision upon proof satisfactory to the commissioner of the completion of the plans and specifications and of their cost to the applicant, but the aggregate of all allotments or payments to any one political subdivision shall not exceed ten per centum (10%) of the total of all appropriations for local purpose allotments as contained in this or any other act.



# Postwar Planning for Public Works

## In American Cities

Almost all American cities are now engaged in some form of postwar planning for public works. The extent to which this planning is being carried out has recently been revealed by the results of a survey conducted by the International City Managers' Association and reported in the April issue of their publication "Public Management."

867 cities over 10 000 population replied to the questionnaire which was sent out to 1072 cities. Two thirds of the reports of these cities stated that they were engaged in some form of postwar planning. Many of the larger cities have prepared ambitious programs running into many millions of dollars. Some of these are as follows:

New York City	\$1,069 000,000
Detroit	255,000 000
Philadelphia	300 000,000
Boston	15 000 000
Buffalo	15,000,000
Cleveland	150 000 000
Milwaukee	72,000 000
Saint Louis	60 000,000

In most cases some work has been done on preparation of contract plans and specifications; however, many of the cities have merely prepared lists of projects which they would like to construct providing funds are available.

Most of the contemplated improvements are in the nature of new constructions. Approximately 70 per cent. of the programs prepared by cities having population of more than 100,000

fall in this category and 30 per cent are projects classed as improvements to existing facilities. The major types of projects are sewer construction, schools water works extension, highway construction, airport development, health center and hospital, highways and bridges.

A number of cities have set up reserves to finance at least a part of their proposed improvements. During the period of 1940 to 1944, many cities have been able to reduce their bonded indebtedness, thus creating a margin for financing postwar improvements. One fourth of the cities of over 25,000 have set up postwar reserve funds aggregating 87 million dollars. Detroit, Los Angeles, Milwaukee, Minneapolis and Kansas City are among those which have reserve funds totaling one million dollars or more. The main use that these reserve funds will be put into is for extensions of utility plants and distribution systems, deferred maintenance and new constructions.

The citizens of Dallas, Texas, in December 1943 approved the issuance of bonds in the amount of 16 million dollars to meet immediate needs in the postwar period. Amounts allocated for various types of work are as follows:

Streets and highways	\$7 000,000
Airports	6,000,000
Parks	1,000,000
Sewers	1,000,000
Water	1,000,000

Included in these funds are items allocated to meet the city's share of reconstruction costs for large scale slum clearance and moderate priced housing

Recently, the voters in St. Louis approved a bond issue of \$43,227,000 to finance a large program of postwar public improvements. The program thus approved is as follows:

Hospitals	\$ 950,000
Parks and Recreation	3,625,000

Fire Department	800,000
Fire and Police	
Telegraph	2,200,000
Sewers	7,957,000
Bridges & Underpasses	1,778,000
Street Improvements	7,820,000
Zoo Improvements	750,000
Airports	9,897,000
Art Museum	
Improvements	250,000
Waterworks Extensions	7,500,000

## Long Range Programming of Public Works

It has previously been stated that the public improvements proposed in this report do not constitute a long range program of public works. The distinction is important and should be made clear.

The primary function of a municipal corporation is to provide public services to the citizens of the community. To build and maintain the physical structures necessary to furnishing these services requires large expenditures of public funds. Ordinarily the revenues derived from taxation are not sufficient to pay the operating expense of the city and at the same time finance essential buildings and structures. In order to provide these funds, cities customarily borrow money by issuing bonds secured by the assets of the community. The funds are repaid over a period of years depending on the life of the bond issue and the cost of interest and amortization is annually included in the city's operating budget.

Public facilities consist of such things as water supply and sewer systems, street pavements and bridges, schools, hospitals and other institutional buildings, airports, parks and playgrounds, and other buildings and structures. These are known as capital improvements as they represent capital investments.

The City's master plan furnishes a guide for the location and desirable extent of all future capital improve-

ments. The time such improvements are to be made depends upon the City's financial situation and the relative need for each. A long range public works program is derived by correlating the proposals of the master plan with a long range financial plan. In the absence of a master plan, no long range public improvement programming is possible.

A long range public improvement or capital improvement program will make it possible to avoid unwise public expenditures for premature or uneconomic projects. The program should be flexible and should be revised at regular intervals in accordance with changing economic conditions and the physical needs of the community.

During the depression in the late thirties, public works construction was one of the principal means of relieving unemployment. To be in a position to meet such similar emergencies that may arise in the future, the city should have in reserve a list of useful and needed projects that can be constructed when and as needed. During prosperous periods when private construction work is at a high level, public improvements that can be constructed later should be deferred to avoid conflicts in the labor and material markets. During prosperous periods, municipalities should reduce their indebtedness as rapidly as possible and accumulate reserves that can be used for unemployment relief in future depressions.

# Postwar Public Works Planned by Federal, State and County Agencies

Several governmental agencies other than the City of Newark normally do construction work in or near the City. All such improvements are of interest to the City, both from a planning and an employment standpoint. It was found on contacting these agencies that all were studying their postwar construction programs and had certain projects in mind for which plans were being made. This chapter briefly summarizes these proposals.

## FEDERAL

No definite postwar program has been formulated by the Federal government although there is pending legislation that may result in certain improvements being made in the postwar period.

*Rivers and Harbors.* Congress has before it a bill (H. R. 3961) for the improvement of Rivers and Harbors. Studies and recommendations by the Corps of Engineers in the Newark area have been included in this proposed legislation. Those affecting Newark are as follows.

(1) Deepening of the Government channel from Kill Van Kull to the City entrance channel from 30 feet to 35 feet.

(2) Deepening of the City entrance channel from the Government channel to the City bulkhead to 35 feet.

(3) Provision for the deepening

of the City inshore channel to 35 feet over a width of 400 feet.

(4) Provision for some improvement works on the Passaic River.

*Airports.* While no legislation has been passed by Congress concerning civil aviation there is a bill now under consideration (S. 1790) which proposes to create a new federal civil aeronautics authority and to provide a national airport plan. The bill also provides for a program for protection of aerial approaches to airports and for grants to states and cities for the development of airports in accordance with a national plan. If this legislation passes there are likely to be some additional funds available for the development of the Newark Airport.

*Highways.* A previous chapter discussed the pending Federal Aid Road Bill (H. R. 4915) now under consideration by Congress. Passage of this legislation should make possible the financing of certain badly needed street improvements in the City of Newark.

## STATE

The State Highway Department of New Jersey has been working for some time on plans and estimates for postwar highway construction in and near the City of Newark. The projects being considered by this Department are as follows.

1. ROUTE 25 — FROM ELIZABETH CITY LINE TO RAYMOND BOULEVARD

This route also known as U. S. No. 1 is one of the most heavily traveled highways in the country. Plans are under way for its widening and improvement between Elizabeth and Newark at an estimated cost of \$7,000,000. This improvement which is No. One on the State program is designed to increase the present capacity of the highway and to make it safer to travel on.

## 2 ROUTE 21 — COMPLETION

Route 21 also known as McCarter Highway in the City of Newark, has never been completed. There is a gap at Mount Pleasant Cemetery which is proposed to be closed, and a portion of the highway which adjoins the Pennsylvania Railroad in the City of Newark will be widened. The estimated cost is \$2,500,000.

## 3 ROUTE 10 — THROUGH ESSEX COUNTY

This improvement has been pending for several years, but no definite plans for its routing have been agreed on. It is planned to construct a new highway from a point near Livingston through Essex County and Newark to a connection with highways leading to New York City, N. Y., and Hudson County, N. J. The estimated cost is \$11,000,000.

## 4 ROUTE 25 A — NEW BRIDGE OVER PASSAIC RIVER

Plans are now being prepared by the State to construct a new bridge over the Passaic River to connect Newark and Harrison. This bridge will be located between the present Bridge Street and Clay Street bridges, and is intended to supplant them in the future. On the Harrison side the bridge approaches will connect with highways leading to the Holland and Lincoln tunnels. On the Newark side, the bridge will cross over McCarter High-

way, Broad and High Streets, coming to grade at a point west of High Street. The approaches from the west are being studied by the Newark Central Planning Board and by the Essex County Engineering Department. As these approaches are actually a part of the bridge improvement, their costs should be borne by the state and county. Estimated cost for that portion of the bridge in Newark is \$2,800,000.

## 5 ROUTE 100 — THROUGH THE NEWARK MEADOWS

Planned as a relief route for No. 25, this new highway is planned to cross the Newark meadowlands between the Airport and Port Newark. It will connect with highways leading to the Lincoln and Holland Tunnels and the George Washington bridge, north of Harrison. That part of the highway lying in Newark is estimated to cost \$10,000,000.

A summary of the above improvements follows:

Route 25	From Elizabeth City line to Raymond Boulevard	\$7 000 000
Route 21	Completion	2 500 000
Route 10	Through Essex County	11 000 000
Route 25 A	In Newark	2 800 000
Route 100	Through Newark	10 000 000

Note: The above estimates are for construction. Right of Way estimates have been

All of the above highway improvements are of the greatest interest to Newark. Their location and design should be carefully studied both by the Planning Board, the City Engineering Department, and the Traffic Engineer of the Department of Public Safety to

make sure that the traffic requirements of the City are met and that the City's plans for local street improvements are properly coordinated

Assembly Bill No. 1 passed by the Legislature during its last session creates a Department of Economic Development within which all postwar planning by the State will be done.

The law provides that the Department shall prepare and maintain a public work reserve consisting of proposed projects of state, county, municipal and ad hoc agencies for public works and services. The purpose of this legislation is to center in one department the responsibility for postwar planning by all state agencies. Inasmuch as the Department has not yet been organized, the State's postwar program is not yet formulated and its effect upon the City of Newark cannot be evaluated at the present time.

The creation of the Department of Economic Development followed the recommendations made by the State Commission on Postwar Economic Welfare in February 1944.

During the course of the preparation of this report data was obtained from the State Planning Board on the various projects assembled by the State Planning Board from all State agencies and institutions making postwar plans. No estimates have been prepared for possible state financed improvements, but it is contemplated that a large reserve fund will be established to finance these improvements. As quickly as the Department of Economic Development is organized close contact should be maintained in order that the City of Newark be kept informed on the progress of State improvements that may affect the City.

The law described above also provides that any local improvements for

which federal aid is sought must be submitted to and approved by the Board of Economic Development. The Bill also sets up funds which are to be made available to local governmental agencies to assist them in making plans for local postwar improvements. Previously in this report it was recommended that application be made for such funds as quickly as the suggested program has been approved.

*Port of New York Authority.* The Port of New York Authority is an instrumentality of the States of New York and New Jersey created in 1921 with the consent of Congress to develop transportation and terminal facilities of all types in the metropolitan area of Northern New Jersey and Southern New York. The port district covers an area of 1,500 square miles within a radius of approximately 20 miles around the Statue of Liberty.

The work of the Authority falls into four principal categories: planning port development and improvements; protection of port commerce; construction of authorized facilities and their operation.

The Port Authority carries on continuous research on questions of pier and harbor development, channel improvements, arterial highways, air ports, markets, union terminals and allied subjects.

The Authority is limited to projects that are self liquidating. The George Washington bridge, Holland tunnel, Lincoln tunnel, Bayonne bridge, Goethals' bridge and Outerbridge crossing are examples of the improvements constructed by the Authority which will pay for themselves over a period of years.

At the present time the Authority is conducting studies on the feasibility of constructing a series of Union

Motor Truck Terminals in New York and New Jersey. One of these projects is planned in or near Newark. The purpose of such a motor truck terminal is to expedite the flow of motor truck shipments to and from Newark and the surrounding areas, and at the same time greatly reduce the truck mileage. The Central Planning Board has discussed this improvement with the Authority and will cooperate fully in selecting its location. The Authority is also studying possible improvements to the existing suburban transit system in Northern New Jersey.

While these studies are of the utmost importance to Newark in considering the overall picture of postwar planning, they have not progressed to a point where definite cost figures can be presented.

#### ESSEX COUNTY

The Board of Chosen Freeholders of Essex County has a postwar planning Committee. This Committee has been at work for some months, but has not yet completed a program. A preliminary list of highway projects affecting Newark has been prepared by the County Engineer. These are as follows:

(1) Bloomfield Avenue, from Broadway in Newark to County

line—repave sections not now properly paved.

(2) A connecting road for Central Avenue and Park Avenue with Northfield Avenue, West Orange.

(3) Improvement of alignment of South Orange Avenue through South Mountain Reservation and widening from the Reservation to the County line.

(4) Improvement of Springfield Avenue in Irvington.

(5) Connecting road from Route 25-A crossing Passaic river new high level bridge to area west of High Street in Newark. (This project is being studied by the Central Planning Board.)

(6) Improvements to River Road in Nutley from Belleville to County line.

The Essex County Park Commission has plans for improving certain parks in Essex County. Two such projects are in Newark and are as follows:

Branch Brook Park—New toilets and Band Stand.

West Side Park—Replacement of two old field houses.

No cost estimates are available.

# POSTWAR PUBLIC WORKS PROPOSALS

AS SUBMITTED BY CITY DEPARTMENTS TO THE CHARGE GENERAL PLANNING BOARD - JUNE, 1946  
\* Projects shown in type include those in immediate program for post-war construction

No.	Agency	Location Project	Description Project	Kind of Construction	Status of Plans	Land Ownership	Estimated Costs			Total	Method Finance	Remarks
SCHOOLS												
1	ED. EDUCATION	DAYTON ST.	GRADE SCHOOL	NEW	PRELIMINARY PLANS COMPLETE	CITY & PRIVATE	500,000	-	60,000	560,000	REVENUE AUTHORIZED	RECOMMENDED IN SCHOOL SURVEY
2	"	Southview Newark	Senior H.S.	NEW	Preliminary Sketch	None	1,000,000	250,000	250,000	1,600,000		Recommended by Committee of Principals
3	"	Harringer H.S.	" " "	Rebuild	" "	City	1,000,000	250,000	150,000	1,400,000		" " " " "
4	"	Independence Pl.	Jr. S.S.	NEW	" "	None	800,000	80,000	150,000	1,030,000		" " " " "
5	"	S. Newark	Boy's Occupational	"	" "	"	700,000	150,000	250,000	1,100,000		" " " " "
6	"	N. Newark	Girl's	"	" "	"	500,000	100,000	160,000	760,000		" " " " "
7	Wm. College of Eng.	Dundell Pl.	College Bldg.	"	" "	"	1,800,000	250,000	200,000	2,250,000		Presently Inadequate
DEPARTMENT OF PUBLIC WORKS												
8	BUREAU HIGHWAYS	CITY WIDE	SEWERING	REPLACE- MENT	PL. GEN. COMPLETE	CITY	2,500,000	-	-	2,500,000		\$100,000,000 PER YR. FOR 4 YRS.
9	"	Franklin St.	Widening	NEW	Detail Plans 1 Mo.	"	10,000	-	-	10,000		Started. Buildings to be set back
10	"	Lock St.	"	"	" " "	CITY & PRIVATE	60,000	-	600,000	660,000		Raymond Blvd. Extension
11	"	Wilson Pl.	"	"	" " " 3 Mo.	"	200,000	-	500,000	1,050,000	Revenues Authorized	Agreement with Penn. R.R. in 1951
12	BUREAU HIGHWAYS	S.E. NEWARK	INCH-SEWER SEWERS	"	DETAIL PLANS 75% COMPLETE	CITY	1,400,000	-	5,000	1,405,000		
13	"	Pollock & Ave. "A"	Storm Sewer Outlet	"	Preliminary Survey	CITY & PRIVATE	210,000	-	-	210,000	"	"
14	"	Springfield Ave.	Combined Sewer	REPLACE- MENT	Detail Plans 75% Complete	City	500,000	-	-	500,000	"	Worn out & Inadequate
15	"	N. 12th St.	"	"	" " "	City	180,000	-	-	180,000	"	" " " "
16	Airport	Airport	Corner Round Cr.	NEW	Plans	"	300,000	-	-	300,000	"	Needed for safety
17	"	"	Complete Banger	ABOLISH	Detail Plans Complete	"	50,000	-	-	50,000	"	Banger Sewer Completed
18	DIVISION OF WATER	AGRICULT	60" PIPE	RE- CONSTRUCTION	PLANS PARTIALLY COMPLETE	"	225,000	-	-	225,000	Revenues FUND	27,000 LINEAL FEET
19	"	CARLISLE DAM	REPAIR & ENLARGE DAM	REPAIR	"	"	12,000	-	-	12,000	"	"
20	"	S.O.J.V. TR.	36" PIPE	RE- CONSTRUCTION	PART. COMP.	CITY	40,000	-	-	40,000	"	12,000 LINEAL FEET
21	"	"	"	"	"	"	100,000	-	-	100,000	"	3,000 LINEAL FEET
22	"	WILMINGTON AVE TOWER & GREAT BRIDGE	DOOR VALVES	NEW	SCHEMATIC COMPLE.	"	-	-	-	-	"	"
23	"	LITTLE FALLS	OFFICE & SHOP	REPLACE- MENT	"	"	10,000	-	-	10,000	"	FURN. ELEC. OBSCURITE
24	"	NEWARK WATER SHOP	INSULATION	ADDITION	PL. COMPLE.	"	1,000	-	-	1,000	"	"
25	"	MONTICLARE	CHICKEN DISPOSAL	REPLACE- MENT	"	"	2,000	-	-	2,000	"	FURN. EQUIP. MAINTENANCE
26	"	WILMINGTON	VENTIL. PROTECTORS	NEW	PL. COMPLE.	"	10,000	-	-	10,000	"	"
27	"	LITTLE FALLS	60" PIPE	RE- CONSTRUCTION	PART. COMPLETE	"	35,000	-	-	35,000	"	9,000 LINEAL FEET
28	"	PARMATIC COUNTY	48" PIPE	"	"	"	40,000	-	-	40,000	"	12,000 LIN. FT. - #1 PIPE
29	"	"	"	"	"	"	40,000	-	-	40,000	"	12,000 LIN. FT. - #2 PIPE
30	"	NEWARK CITY WIDE	REPAIRS AND EXTENSIONS	NEW	"	"	100,000	-	-	100,000	"	10,000 LIN. FT. - DIAM. FEET
31	"	"	"	"	"	"	130,000	-	-	130,000	"	6,200 LIN. FT. - PIPE
32	"	" & BELLEVILLE	36" PIPE	RE- CONSTRUCTION	"	"	50,000	-	-	50,000	"	8,000 LIN. FT.
33	"	PARMATIC CO.	CHARGE DISPOSAL PLANT	NEW	"	"	20,000	-	-	20,000	"	"
34	"	PARMATIC CO.	CLEVERLY DAM OVERFLOW	ALTERATION	"	"	15,000	-	-	15,000	"	"
35	"	PARMATIC	REPAIRS AND EXTENSIONS	NEW	"	"	100,000	-	-	100,000	"	10,000 LIN. FT.
36	"	"	S. CHARGE REPAIRS	NEW	ADDITION	"	300,000	-	-	300,000	"	"
37	"	"	24" PIPE JOINTS AT	NEW	"	"	100,000	-	-	100,000	"	4,000 LIN. FT.



38	"	"	PANAMA CO.	RES. OUTLET TOWER	RE-CONSTRUCT	"	"	\$2,000	-	-	\$2,000	"	"
39	"	"	SEWAGE - YARDS	YARD FLAG.	ADDITION	"	"	50,000	-	-	50,000	"	"
40	"	"	SEWAGE	METER SHOP	REPAIRS PART. COMPLETE	"	CITY	10,000	-	-	10,000	"	"
41	"	"	PARLINGSBURG AVE.	RECORDING GAUGE	NEW	"	"	1,000	-	-	1,000	"	"
42	"	"	SEWELL	VALLEY ROAD TREATMENT PLANT	ADDITION	"	"	1,000	-	-	1,000	"	"
43	"	"	WATERLOO ST.	24" PIPE LINE	NEW	"	"	800,000	-	-	800,000	"	8,500 LBS. FT.
44	"	"	DELAWARE ST.	24" PIPE LINE	"	"	"	150,000	-	-	150,000	"	7,500 LBS. FT.
45	"	"	CITY WIDE	SEWERAGE AND EXTENSION	"	"	"	100,000	-	-	100,000	"	10,000 LBS. FT.
46	"	"	S. O. ST. EMD.	36" & 48" PIPE LINE	RE-CONDITION	"	"	40,000	-	-	40,000	"	10,000 LBS. FT.
47	"	"	CITY WIDE	SEWERAGE AND EXTENSIONS	NEW	"	"	100,000	-	-	100,000	"	10,000 LBS. FT.
48	"	"	Stone St.	30" Pipe	"	"	"	800,000	-	-	800,000	"	8,500 LBS. FT.
49	"	"	Bryant, Brown & Court St.	48" Pipe	"	"	"	250,000	-	-	250,000	"	2,000 LBS. FT.
50	"	"	Panama Co.	Outlet Rago Lake	"	"	"	10,000	-	-	10,000	"	Dredging
51	"	"	Rumors Co.	Parlor Brook Discharge	"	"	"	40,000	-	-	40,000	"	"
52	"	"	City Wide	Sewerage and Extensions	"	"	"	100,000	-	-	100,000	"	10,000 Lbs. Ft.
53	"	"	Mutualair	60" Pipe	"	"	"	-	-	-	-	"	5,000 Lbs. Ft.
54	"	"	Panama Co.	Treatment Plant	"	"	"	25,000	-	-	25,000	"	-
55	"	"	Cedar Grove	Filter Plant	"	None	"	8,000,000	-	-	8,000,000	"	-
56	"	"	Morris Co.	Charlottesville Res.	"	None	"	8,000,000	-	-	8,000,000	"	-
57	Port of Newark	Port	Highway Quay & Dock	"	Incomplete	"	"	1,681,800	-	-	1,681,800	"	-
58	"	"	Tyler St.	Filling & Paving	"	None	"	501,000	-	-	501,000	"	-
59	"	"	Bay Front	Dredging Quay, Wharves, Jet & Docks	"	"	"	3,900,000	-	-	3,900,000	"	-
60	"	"	W. Side City Channel	High Level Quay.	"	Partially Complete	"	180,000	-	-	180,000	"	-

### DEPARTMENT OF PUBLIC SAFETY

61	POLICE & FIRE	CITY WIDE	APPROXIMATELY 2500 & FIRE BUILDINGS	REPAIRS	None	CITY	500,000	-	-	500,000	-	-
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### DEPARTMENT OF PARKS AND PUBLIC PROPERTY

62	BUREAU OF STREET CLEANING	SEASONS	INCINERATOR	NEW	None	CITY	900,000	-	-	900,000	-	LIMITED DUMPING AREA
63	"	Empire St. Garage	Rock Salt Storage	"	"	"	35,000	10,000	-	45,000	-	Will Save Operating Costs
64	Bureau of Baths	1st Ward	Public Bath	Replacement	"	None	320,000	30,000	-	350,000	-	Present Bath Inadequate

### DEPARTMENT OF REVENUE & FINANCE

65	Public Library	Main Library	Modernize Pres. Bldg.	ADDITION	None	CITY	305,000	-	-	305,000	-	-
66	Museum	Museum Bldg.	"	"	Preliminary	"	327,000	-	-	327,000	-	-

### DEPARTMENT OF PUBLIC AFFAIRS

67	CITY HOSPITAL	CITY HOSPITAL	RECONSTRUCTION	RECON- STRUCTION	PRELIMINARY	CITY	1,750,000	-	-	1,750,000	-	RECENTLY INADEQUATE
68	Alms House	Alms House	Modernization	Repairs	None	CITY	88,000	-	-	88,000	-	-
69	Clinic & Dispensary	William St.	Addition and Reconstruction	Addition & Repair	Preliminary	"	500,000	-	-	500,000	-	-
70	"	36 Franklin St.	Get Back & Remodel	Alteration	Detail. Pl. Compl.	"	18,000	-	-	18,000	-	to be set back because of Street widening.

TOTAL

28,864,200

12,886,200

